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6th Meeting

Original Only -



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Transcript of

CIA CAREER SERVICE BOARD

6th Meeting, Thursday, 23 April 1953, at 4:00 P.M.  
DCI's Conference Room, Administration Building

Present

Mr. Walter Reid Wolf  
Chairman

Lt. General C. P. Cabell

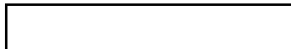
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Mr. Lyman B. Kirkpatrick

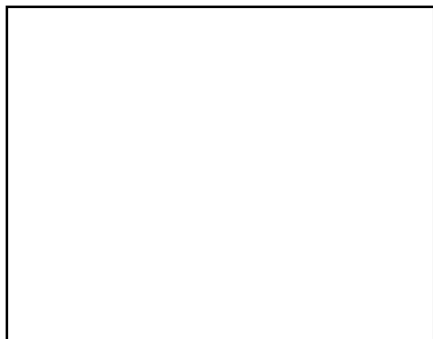
Mr. Robert Amory, Jr.

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Colonel Matthew Baird

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MR. WOLF: We might call the meeting to order, and before taking up the written agenda, Colonel Baird told me he had a statement he would like to present to the Board, and I think we might get that first.

25X1A9a COLONEL BAIRD: Unfortunately, Mr. Chairman, what I have to say concerns Mr. [REDACTED].

MR. WOLF: It does indeed, but for the record I wonder if you would like to state it. They may come in any minute.

COLONEL BAIRD: Gentlemen, this came up at the Selection Meeting -- Selection Panel Meeting -- that we had this morning, of which General [REDACTED] 25X1A9a was a member, Colonel [REDACTED] and myself.

Those are the Selection Panel to recommend to the Director our nominations for the Air War College, the Navy War College, the Army War College, and the Industrial College of the Armed Forces. We had no recommendations . . . I mean we had no applicants for one; we had one applicant for another; and we had two applicants for a third; and the Panel unanimously voiced the opinion that in only one case was the applicant really qualified for a Senior Armed Forces School and asked that this matter be brought to the attention of the CIA Career Service Board with the request that the CIA Career Service Board in turn bring this matter to the attention of the Office Career Service Boards and asked them to search through their "executive inventory" and determine whether or not there were not highly qualified career potential employees of their office who would benefit the Agency by attendance at these top service schools. We have already telephoned the Army, Navy, and Air War Colleges asking them for an extension of the deadline and have been given permission to extend it. 25X1A9a

General [REDACTED] maybe you would like to explain the position. 25X1A9a

GENERAL [REDACTED] Well, while I was there this morning I thought personally there were too few people applying to go to these important schools here, and, for instance, the Naval War College, there wasn't even one applicant, and two to the Army War College and --

COLONEL BAIRD: -- two to the Air War College and two to the Army --

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GENERAL  I don't believe there was any to the Air Staff College.

It seemed to appear to me and the other people there that it would be a good thing, for instance, to have these local career boards suggest certain names to go to school and ask the man on a voluntary basis. I mean the man wants to go, etc., for the Assistant Director -- whoever might be in charge of that office -- for the recommendations to him so we would have more applications of the people who really wanted to go to those schools.

MR. AMORY: May I speak one word to that? This thing came up almost exactly in the same form last year, didn't it, Matt?

COLONEL BAIRD: Yes.

MR. AMORY: I don't remember the statistics on it, but it was about the same thing. I thought it was understood as a result of last year's fiasco one very simple way of getting around it would be to insist any applicant for the National War College automatically applied generally for the other ones, and the first three guys on the list would go to the National War College, and 4, 5, and 6 as appropriate with only some choices to which one depending on past service or current interest would go to the other three. I think we ought to look at those four, and I am not including Norfolk in there. I think Norfolk is definitely a notch below. That is a rather specialized job of staff coordination and amphibious . . .

GENERAL CABELL: It is very largely amphibious -- almost entirely.

MR. AMORY: Let's keep that one out then because it isn't like the others, and all through this Agency -- at least in the parts of it I know -- everybody aspires the National War College up here and looks on Maxwell Field and Newport way down there, and that is not the way an intelligence serviceman looks at them. Sure, the National War College is pre-eminent, but the others are just a notch lower, and as you look at the lecture list, type of the people they have, and the type of stuff they consider, they are almost parallel. John L. Lewis and Philip Murray. One week he is at the National War College, and the next week he is out at Carlisle Barracks giving the same spiel, and I don't know why we shouldn't pick up those people.

You had six people or something like that that were held to be qualified for the National War College but didn't make it. Say O.K. if their offices can spare them for that and they apply for military training. I just darn well would pick off the next three of them and tell any one of them that didn't take it, "Don't ever come back to us applying for the National War College again."

GENERAL CABELL: If nobody is going to protest that, let me speak up and protest it, will you? I think you are going to drive applicants away from applying for the National War College by that method in virtue of making some of them fearful that they are going to be pressed into what they consider to be a lower school. I should think it would be perfectly appropriate to take that list of volunteers for the National War College that didn't make National War College on the selection that it is made here and say, "Now, sorry you didn't make the War College -- the National War College -- but would you like to have us consider you for one of the Service Colleges?" But I still wouldn't put any element of compulsion in there or liability against them for service in the attendance at the service colleges.

COLONEL BAIRD: General Cabell, that was done.

25X1A9a MR. ☐ I suggest it is not so much they consider one school lower. It is a matter of logistics. They are set here in Washington, and their youngsters are in school. It is more trouble for some to pull up stakes and go down to another school for 10 months, and they would rather take their chances on hitting the National War College here.

25X1A9a MR. ☐ Would attendance at a Service College preclude later selection for the National War College? I mean is it an alternative in a sense?

25X1A9a MR. ☐ It is only occasionally a good man should be released for that sort of duty, and we need everybody we can lay our hands on, so it

is a sacrifice to let anybody go. So once a fellow has been away for nine months, it ought to be some years before he gets another crack at something like that.

MR. AMORY: That is true.

GENERAL CABELL: That is almost true in the Services, and I should think it would be more so here.

MR. KIRKPATRICK: We have less time for these people to go to these schools.

25X1A9a MR. AMORY: You take the case of [ ] The Naval War College certainly did him a whale of a lot of good, and he came back very enthusiastic about it. The Naval War College when I was up there had 60 naval officers, 20 Army officers, and 20 Air Force officers. It was just a slightly unbalanced National War College and dealt with grand strategic problems. It didn't have as many State Department people. That is the only thing. It hasn't got the civilian weight that the others have.

25X1A9a MR. [ ] It does have some civilians? Is the emphasis on Naval affairs also or not?

MR. AMORY: Sure, but it is on global war and that kind of thing. I guess that is its party line, but the faculties are all mixed, aren't they?

GENERAL CABELL: There are some opposite services on each faculty, but very limited. Of course, each Service College does have a very definite Service complexion, and that is not to be decried. In fact, it is very appropriate that that should be the case in my opinion.

MR. AMORY: One thing that gripes me is the lack of enthusiasm around here for Carlisle. I just can't understand why people on our side of the shop or on Dick's don't realize that it is a wonderful opportunity to get out and do some deep thinking and learn how to handle problems.

25X1A9a MR. [ ] I would like to suggest one other reason why it has been pretty hit or miss is what happened to a man when he got back. That is a very great point. There is no career planning for these people as in the past or is there at present, and some of the people that have gone to these schools, if they have hit a good job they they got back they were surprised.

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MR. [ ] That has been no problem with us. That has been no problem at all.

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COLONEL BAIRD: If more people knew that [ ] has had a promotion from 13 to 15 --

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GENERAL [ ] Fifteen to 17 --

COLONEL BAIRD: -- 15 to 17 upon returning from the Naval War College and was given the job he now has in ONE, I think people would be less reluctant to apply and absent themselves from their office for 10 months, but what you said, Paul, is certainly true.

25X1A9a MR. [ ] I think you make a mistake equating his War College with his promotion.

MR. WOLF: Have you any comments you would like to make, gentlemen?

25X1A9a GENERAL [ ] It seems to me that instead of asking for applicants, the offices ought to designate people with a view to their increase in professional ability with a definite job for them when they come back. Now you go to the National War College, and your associations with the people there -- particularly the National War College -- those are all selected, high command staff, joint staff, to facilitate our work with the military, but it has to be at a level in the Agency where they can do that. Otherwise I think it is enriching an individual's education. I have considered all of these schools with respect to my people, and I couldn't honestly see even at the Armed Forces Staff College where I thought they would get enough out of it for any job they are going to be in in the Agency, with the possible exception of mine, and sometime when I choose a successor I want him to go through one of those schools, but instead of letting them volunteer, I think the office heads should pick the individual and say, "O.K., I want you to go and get that because I am going to use you this way when you come back."

25X1A9a MR. [ ] That was General Smith's view very strongly that perhaps the prime purpose of this was for good CIA people to indoctrinate members of the Services and Foreign Service as to what we did, the kind of people

we had, our problems. It was a missionary job for the Agency, and the secondary was what the man himself got out of it.

MR. WOLF: Kirk, have you any thoughts you would like to express on this?

MR. KIRKPATRICK: It seems to me it is a natural function for the Office Career Service Board to come up with a panel for this selection process, and prior to presenting the Panel that somebody in the office would discuss it with the individuals selected saying we are nominating you for this and this is the reason why, and this is the job you are coming back to after a year, and that we would in that way come up with the cream of the Agency, which I think Dick's point is very valid. We are strange fish still to most of the military. In time of war the men that have been to those schools are going to be the ones that are going to make the commander of war field units because they know the military and will know how they think and will do. In OSS we had a bunch of fish out of water with the military. They didn't even know how to wear the uniform. If we can do that on a sound basis for the next year I think we will be way ahead.

MR. WOLF: I think in effect, if I understand correctly, that is almost exactly the recommendation that has been made by this Selection Group that Colonel Baird spoke of, and if it is the sense of this Board, I think this Board should definitely recommend to the individual Career Service Boards that they in turn analyze the groups and make definite recommendations, discuss it with these individuals and bring their names forward for selection for these various schools.

COLONEL BAIRD: That is what we would like to have.

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GENERAL  That is what we would like to have.

MR. WOLF: General, would that . . . ?

GENERAL CABELL: I think that is perfect with one exception. I wouldn't have a gun at their back though when I bring them before this Board.

MR. WOLF: I agree with that entirely.

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MR.  We have not done that. Everybody that has gone so far has



solicited it and has been anxious to do it.

MR. WOLF: May we assume that this will be an action that this relatively advisory body will be privileged to take with the individual Career Service Board, and, Mr. [ ] if you will prepare the necessary paper along this line.

25X1A9a MR. [ ] I will do that tomorrow and get it out to them tomorrow night.

MR. WOLF: I would like to have it reviewed by the members of the Board before it is distributed so they can all agree this is the way they want to present it. Is that satisfactory?

25X1A9a MR. [ ] Yes.

MR. WOLF: If there is no more comment on that matter, time is beginning to run.

COLONEL BAIRD: If you are going to coordinate --

25X1A9a MR. [ ] The extension of time, Mr. Wolf, is until 10 May, so that if we could do it very quickly . . .

MR. WOLF: It doesn't seem to me it is a very complicated thing to do.

25X1A9a MR. [ ] Only the coordination with each member. That I wouldn't be able to do and get it done by tomorrow night.

MR. WOLF: If the Board is willing I would appreciate it if you would let me read it, and if I can impose on General Cabell, I would appreciate it if you would read it and see if it expresses the sense of this meeting, and then we will go right forward if that is satisfactory with this Board. Is that all right with you, Bob?

MR. AMORY: Yes.

MR. WOLF: Then if we may we will immediately turn to the Agenda. The Minutes of the 5th Meeting of the CIA Career Service Board, held 10 March 1953 (attached); for approval. Are there any additions or corrections that anybody would like to make to the Minutes as presented?

GENERAL [ ] I move that the Minutes be approved.

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MR. WOLF: Is that seconded?

MR. [ ] I second the motion.

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MR. WOLF: All in favor say aye. All opposed no. (All said aye.)

It is so ordered. I would like to jump from 2 -- skip number 2 -- and jump to number 3 because I think number 2 is somewhat contingent upon whatever action we may take on number 3 and take up the CIA Career Service Program; resubmission of CIA Regulation [ ] to take the place of CIA

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Notice [ ] (attached); for approval. The Notice that is referred to, as I think you all know, is the original Notice which was signed, I think, approximately June 12 or 13 last year. At the last meeting, as I recall it, we went over a proposed regulation to in effect take the place of the Notice. It was suggested that certain changes be made in that proposed regulation to conform to normal regulatory material changes in content by virtue of CIA Career Service Board's approval of 10 March 53 of Staff Study "Responsibility for Career Planning" dated 24 February and changes in content based on current personnel policy. In going over this it

seemed very clear to me that there was a definite inconsistency in the regulation which we brought up to the Board at the last time and the Regulation formerly known as Regulation [ ] Now it is something else. I have forgotten the number. In effect the conflict had to do with personnel policy, and it seemed to me in reading the regulation that was presented to this Board for career service we were stating in this Regulation that the Career Service Board would be responsible to the Director for the formulation of personnel policy. These words are not literal. I could look it up. I brought them with me, and the Personnel Office, the Assistant Director for Personnel, under the present existing regulation is charged with the function of formulating and recommending the issuance of policies, regulations, and standards which shall govern the administration of personnel throughout the Agency. I didn't feel that it was wise to have two regulations which appeared to be in direct conflict one with the other. As a result this proposed regulation was revised, and as presented in this form the new version for consideration today is on the left-hand side and

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the old version which this Board approved at its last meeting is on the right-hand side. I think the conflicts as stated have been resolved. Have the members of this Board had an opportunity to consider it? Matt, you and I have had a brief talk about it, and I wondered if you had considered this matter.

COLONEL BAIRD: As I look over these Minutes which we have just approved, in paragraph 4 it says that "the proposed Regulation covering the CIA Career Service Program was discussed and approved subject to the necessity for making technical and editorial changes affecting the format but not the substance of the Regulation." It seems to me that this new --

MR. WOLF: That is exactly what has been done. Now this is a new item. They were corrected. The Regulation as presented was corrected for format and for technical changes. Rather than have that go through it seemed to me that we had not covered the problem as thoroughly as we should because of what appeared to be a conflict between this Regulation which we had considered at the last meeting and the Regulation which was recently published on the 20th of March vis-a-vis the Personnel Office, and rather than let it go through and then recall it and write a new regulation, it seemed to me we would save time by bringing the matter to this Board, re-present the matter some 10 days before the meeting and give everyone an opportunity to so consider it. So it is a new item on the Agenda. This is an attempt to reconcile the difference. We spent some time on it. I regret to say I didn't have as much time as I should have liked, but Mr.

25X1A9a  and I went over each paragraph. We attempted to pick out those paragraphs where there seemed to be a conflict, and in reading this -- I regret hastily -- it seemed to me that the new version was certainly a great improvement on the old insofar as the conflict of the two regulations is concerned. It was sent to the members of the Board with the hope that they would have an opportunity to read it with care and advise as a Board what we felt about this. There are other phases in the matter that I want to take up later, such as the membership on the Board and, more particularly, the most important thing as far as I am concerned, the selection

of a Chairman and a Vice-Chairman because . . .

I am prepared to recommend that the Director appoint a Chairman and a Vice-Chairman who will serve at the pleasure of the Director and stop all this rotation business of a Chairman.

25X1A9a MR. [ ] I think that is a worthy change.

MR. WOLF: And the Career Board Secretariat has prepared this, has presented it, and it is presented at this meeting to take whatever action this Board would care to take in a recommendation to the Director on this regulation as it is written ; or if changes should be made we certainly want to make them instead of having to recall them and rewrite them.

COLONEL BAIRD: Mr. Chairman, I still don't see how the conflict has been eliminated or reconciled. The old version we had the Career Service Board develops policy governing the Career Service Program, develops policy and advises concerning all matters affecting Agency personnel. That is the old version, page 3. That occurs in a somewhat different form in the new version on page 5 which says that Functions of the Career Service Board are to "develop policy governing the Career Service Program, for approval by the Director and advise him on all matters of personnel policy." Now isn't that what the [ ] says is the function of the AD/Pers or the Personnel Office?

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MR. WOLF: It states as follows: "The mission of the Personnel Office: The Assistant Director (Personnel) is responsible for the development and administration of an Agency-wide personnel program. FUNCTIONS: The Assistant Director (Personnel) shall: a. Formulate and recommend the issuance of policies, regulations, and standards which shall govern the administration of personnel throughout the Agency. b. Advise and assist administrative and operating officials on all matters of personnel administration, etc."

Now it seemed to me -- I may be wrong -- that if it is determined that the Career Service Board shall recommend career policy and personnel policy to the Director, that in no way would relieve the Assistant Director

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for Personnel from making all policy recommendations to the Director through the Career Service Board.

GENERAL [ ]: I see.

COLONEL BAIRD: Yes, I don't see that spelled out just that way.

MR. WOLF: Well, that would be a matter of the procedure, and I assume the interpretation -- if that is the correct interpretation of this as it is written -- that was -- Rud, correct me if I am wrong -- the intent of the rewriting of this after our long discussion that night, you remember.

MR. [ ] Yes, I think it has not yet, as Colonel Baird says, 25X1A9a  
been spelled that the proposed Personnel policy for the Agency would go through the Career Service Board. I think that point is not clarified here.

3 GENERAL [ ] It comes pretty close to it in page 5, paragraph b. (1) "to advise the Director on all personnel policy". Without saying it hasn't come through AD/Personnel to the Board through him either could be referred either way.

MR. WOLF: I don't want to get into a long discussion on the Regulation business, but it seems to me, as I have often said, that a CIA Regulation must be the verbal expression of Agency policy and that within the framework of that policy as directed by the Director there can properly be procedure, which procedure can be made flexible within the total framework so that it can be made operative in one phase of life and in the other without rewriting all kinds of new procedures, but it seems to me relatively simple if we can express the policy which the Director wants, and then within that framework, if it means as I think it does, that the Assistant Director of Personnel will still be responsible for recommending to this Board, which in turn as a Board of Directors will recommend to the Chief Executive, it's one more step, but it is consistent with the theory of the original Career Service Program. It appears to be, and I bring it to this Board to see what their pleasure is.

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COLONEL BAIRD: Walter, excuse me, but I think one of the principal

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the relationship between the Career Service Board and the Personnel Office on matters of personnel policy. I think we have got to face it and make the decision that all will understand.

MR. WOLF: Well, I am certainly prepared. As this Board is an Advisory Board to the Director I am more than prepared to make any recommendation to the Director on how this is worded that the Board itself wants to present. Now what do we recommend? What do you recommend specifically?

3 COLONEL BAIRD: I recommend the language that you used, but I don't see it, that is, I don't see it in Regulation ☐ that the Assistant Director for Personnel or the Personnel Office is responsible for developing a personnel policy and making such recommendations to the Director through the CIA Career Service Board. I don't see that through the CIA Career Service Board anywhere.

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MR. WOLF: Well, are there any other comments along this line that anybody would like to make so we can get everybody on the Board to express himself?

GENERAL CABELL: I would like to say a word on that if I might, and that is, as I understand it, this Board is advisory -- purely advisory?

MR. WOLF: Absolutely.

GENERAL CABELL: Therefore, I think it would be wrong to spell it out in that term so as to put this Board in the chain of responsibility. As I see it you have concurrent responsibility. You should not want to relieve the Director of Personnel of his policy formulating responsibilities and should not require every policy that he formulates automatically to come through this Board, so it looks to me like there are three things you want to happen with respect to personnel policies. You want the normal Director of Personnel to be formulating policies and referring them either to the Director direct or when he feels the need for prior consultation or

concern by this Board he will initiate a request by this Board to consider. Secondly, if the Director feels that something has come up to him that has not had the benefit of this Board's consideration, he will feel free to invoke this Board, and thirdly, if the Board itself becomes cognizant of any personnel policy that it would think it would be desirable for it to generate a thought concerning, that it would have the right to do that, so that without making any of these exclusive, your language would seem to be to require the Director of Personnel always to come through this Board in the matter of a personnel policy.

COLONEL BAIRD: I didn't mean to make . . . I merely am trying to call attention to what I think is lacking in clarity of the two regulations.

3 GENERAL CABELL: I agree that it would be desirable to make that to make it understood, but I would have it understood the way I have just described it rather than understood the way that you originally described it.

COLONEL BAIRD: I don't know; I don't suppose there is any danger in duplication, but there is no reason for duplication if there is close harmony between all concerned.

MR. WOLF: Well, I might make one statement that as long as the present organization is in existence and as long as there is an Assistant Director for Personnel and he remains as a part of the component of the Deputy Director for Administration, and as long as the Deputy Director for Administration is a member of this Board, I can't conceive of where there are to be any serious conflicts because of the way this is worded. I think this is better wording than that which we had before. I don't think it is wise to try to spell this out in such a way that, as I have often said, one of the problems in life is trying to get every statement of policy written in the terms of a contract and find yourself getting your hands so tied that you can't open them. I think this is a general statement of policy and procedure within this framework which can be properly developed between this Board, the Assistant Director for Personnel, the Director, and the Deputy Director, and anybody else. That was my thought in attempting

to bring this to this point, but I didn't want to go right ahead with the other one without giving this Board an opportunity to review it. Have you any comments, General [ ]

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GENERAL [ ] Well, the way I read it, it includes all the things General Cabell considered. Advise him in all matters of personnel policy, and then the procedure, if the Board takes cognizance the Assistant Director of Personnel comes up in the way of personnel policy, either voluntarily or refer it to him. The way I read it it means just that to me.

MR. AMORY: Well, I am bothered by the apparent inclusion of the CIA Career Service Board in the chain of command, by the statement in paragraph 4 that it controls the Career Service Program, particularly if you disseminate this to the fold, or something where there isn't --

MR. WOLF: I think you probably have a good point there. I never like the word "control" in anything if I can help. I think that may be a good point. This Board is purely an advisory board, and that is what it was created for.

MR. AMORY: I feel very strongly that concept has got to be clear at all levels. I made that very clear when I was down in ORR, that the Career Service Board existed there to provide me with good advice and stuff, but the final command decision at my level rested with me, and it was six votes one way and the one the other, but if I was that one, it went that way. I hope never in practice, but that was at least the theory.

MR. WOLF: Right, I am convinced, and I think we all are that we know this Board is purely an Advisory Board, and each office has its own Career Board. The head of each office obviously must be the senior man on the personnel in his office, but he must operate his personnel policies within the framework of the Agency policy. I am concerned with policy in this Board -- not in the procedure -- and I do think you have got a good point on the wording there. I can see where somebody could pick that word "control" and indicate that this was a command situation, which it is definitely not supposed to be in my understanding. In my understand it is not.



COLONEL BAIRD: Mr. Chairman, if you will remember that I advised opposition to the publishing of this Regulation based solely on the fact that I didn't think that we yet knew just what the function of the Career Service Board was, and I raised this point now because it seems to me we still don't know, and what I have heard today convinces me that this is really an advisory personnel policy board and that it doesn't control, and I think we ought to get ourselves out of any responsibility for developing or controlling if that is not the desire of the Director that we should get into that province, but let's face it so that we don't confuse the Agency.

MR. WOLF: I certainly think maybe verbage changes. I don't think there is anything that I can recall in here that indicates this Board is going to implement or carry out the policy which the Director has determined upon. I think this Board has been from the very beginning and still is nothing more or less than a board to advise on policy. I think when you get into your individual Career Service Boards throughout the Agency, they in turn operate under the framework of the policies which the Director has approved on a career program, are advisers to the head of the office. Eric, I think you and I discussed this the other day, and it was very illuminating to me, and I was very much pleased when I talked with you about the Board. It makes no difference whether the individual happens to be at that time assigned to Eastern European Division, the Western European Division, or what; as long as he is in the profession of the ☐ he then is a part and parcel of your Career Service Board as a senior staff officer, and your Board is prepared to make recommendations to Dick and to Frank on the rotation or the movements, etc., and so on. Is that correct?

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25X1A9a MR. ☐ That is correct.

MR. WOLF: And that is my conception as to the way the independent boards are operating through the senior man in their office, and that certainly, I think, is the way your Board operates, ☐ isn't it? It comes to you.

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GENERAL ☐ Yes.

MR. WOLF: But all of that is allegedly at least within the total framework of the policies as described in the original notice and this proposed regulation.

GENERAL [ ] It may be that we haven't read the program correctly. This Board should, in my opinion, supervise a program. The program is not a formulation of policy. It is the appointing of committees to make studies and implement, or to provide the means for recommending certain policies. Spelled out just above in paragraph 3 there is just what the program is. It does control the program or supervise it. I didn't see that that was controlling the policy. The personnel policy . . . in my office I establish the personnel policy -- overall policy -- established by the Agency, but take it down into further detail, and my Board supervises the administration. For instance, I say that at one time we said nobody could stay overseas more than two years. Well, I say that you have to take that on its merits. Sometimes maybe they should go back, particularly

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[ ] Then I say the Career Service Board will determine what is the best interests of the individual in the service -- whether two years or four years. From that time on that is controlling a program and not establishing a policy.

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MR. WOLF: I would like to bring out one more point. I don't know you need to take all this down, but a memorandum was sent from Mr. [ ] Chief of Administration, DD/P, to the Assistant Director, Personnel, reading as follows:

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Apr 11 1953

MEMORANDUM FOR: Assistant Director, Personnel

SUBJECT: Personnel Career Service

REFERENCE: Memorandum to Deputy Director (Plans), Dated 9 March 1953, Subject as above, signed by Assistant Director, Personnel

1. The reference memorandum transmitted to this Office proposed nine projects to be developed in implementing the Career Service Program within the Office of Personnel. These projects have been reviewed by members of my Staff having career service responsibilities, and they are quite laudatory in their comments.

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2. In reading the proposed projects for your Board and in discussing your extremely well thought-out approach within my own Staff, an idea has presented itself which we would like to forward for your consideration. A well-run career service program is quite similar in its approach to a sound system of personnel management. The major body of trained and technical personnel competency is found in this Agency in the Office of Personnel. The product of that competency is quite obviously found in your proposed nine projects. The idea has occurred that the Agency Career Service Program and the individual Career Service Boards may be very well served by allowing them to capitalize on the competency which at the moment is apparently restricted to developing your own Career Service Program. The majority of the nine projects would be applicable with only slight amendment to any CIA functional Career Service Program. While we have been receiving some policy guidance and certain regulatory material from the Career Service Staff of the Office of Personnel, we have never received anything as general in its application or of such procedural guidance as the several Personnel career projects you were kind enough to call to our attention.

3. I, therefore, wish to suggest that consideration be given to allow the competency that developed Personnel career projects to make its talents and creative procedural ability available to the Agency as such, by working under the supervision of the CIA Career Service Board through the Career Service Staff of the Office of Personnel.

BY DIRECTION OF DD/P:

/s/

Chief of Administration, DD/P

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I think that inadequately illustrates what I have been trying to express inadequately. We are attempting to develop a policy through the Office of Personnel. Their Board has gotten together; they have worked out . . . they have disseminated their thoughts to the rest of the Agency; and this was signed for the Deputy Director for Plans and sent back, and to me it is a very encouraging statement as to the way this thing is moving, and it seems that that is the problem that we face. Now we are getting a little off base; I think, if verbage in this regulation should be changed, I would certainly like to see that they were changed before any recommendation is made to the Director for his signature on this Regulation. We had felt in preparation of this that it was a rewording in regulatory form of the Notice which General Smith signed a year ago. There are certain parts in the original alleged recommendation or regulation which were changed where it seemed to some of us unwise to try to spell out in

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intimate detail exactly what the Career Service Staff of the Personnel Department would do by item. It seemed to me that was purely procedural, and if the Assistant Director for Personnel in the Personnel Office did not have that kind of service available to this Board, we would have to find out where we could get it. Now we don't have to have that Board take its time to spell out each intimate detail in my judgment. I am perfectly willing to do it, but I am asking the rest of the Board. I didn't mean to make all the speeches. 25X1A9a

3  
GENERAL [ ] I would like to say a few things here, Mr. Wolf. One thing is that this Board isn't concerned with all personnel policy -- only those with reference to career service. There are others besides that. Now this whole regulation has been gone over by the working level, and everybody has agreed it is very good. As a matter of fact, Mr. [ ] 25X1A9a here works for the Board, and he also works for me, and he works right in closely with our policy section, and so whatever the Board wants is put out by the Assistant Director for Personnel in the correct manner. Now in this paragraph here about that word "control", we want to bring out the point there that there is a board up here that is controlling the fellow's career. That is the point, but they are only advisory to the Director and advise him what to do in order to give that man a career and so as to make this place a better place to work in, as it states there. Now even in your first thing it was put out about a Career Service Board. We brought out the point that there is a Board up here that was going to take charge of everybody's career in this Agency in a general way. Now we have had I don't know . . . I don't know whether the Board considers it or not . . . but we have had all our experts go over this new regulation even to your secretary, and my Personnel Director, and [ ] and all of those people looked at it, and everybody thinks it is pretty good. 25X1A9a

MR. WOLF: Are there any more comments on this subject?

MR. AMORY: I have one little one on the thing. I don't think it ought to be controversial. Over on page 10 there is a career designation for DD/A and a career designation for DD/P. There is none for DD/I. I don't

think we would want to implement it right away, but since we are putting out a regulation and amendments are difficult, I would appreciate putting in a career designation for DD/I because some guys are rotating back and forth between ONE and OCI and ORR, and that would be a useful way to handle it.

MR. WOLF: I don't know why it wasn't.

25X1A9a MR. [ ] It was not put in because the DD/I does not have an overall DD/I Board such as the DD/A and the DD/P do. That is the only reason.

MR. WOLF: I see no reason why it shouldn't be.

25X1A9a MR. AMORY: [ ] for example, is a typical case.

MR. WOLF: Well, is it the pleasure of this Board unless there is further discussion that we recommend that this Regulation be approved by the Director? 25X1A9a

GENERAL [ ] I move that this Regulation be approved.

MR. WOLF: Is there anyone to second that? Will anybody second that motion? I didn't hear that anybody was willing to second the motion.

MR. AMORY: This is the whole works? This is the whole works I take it?

MR. WOLF: Yours is automatic, Bob.

MR. WOLF: It has been proposed that this proposed Regulation as amended on the left-hand side be recommended to the Director as a Regulation to cover the Career Service Program, and General [ ] has made that motion. My question is, is it seconded? 25X1A9a

25X1A9a MR. [ ] I will second it.

MR. WOLF: Is there any further comment?

MR. AMORY: Leaving the word "control" stand in?

25X1A9a GENERAL [ ] Well, we can check that over. I think if you will read that thing over pretty carefully, I think the word "control" is brought in to show people in the Agency that this Board does control the career by advising the Director.

MR. WOLF: May I suggest that possibly it would be wise to attempt to rewrite that one paragraph?

MR. KIRKPATRICK: And change to "supervise".

MR. WOLF: And change to "supervise" if that would be satisfactory.

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GENERAL ☐ All right, sir.

MR. WOLF: I think we all understand what it means, and if there is no further comment --

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MR. ☐ Before the vote is taken, may I suggest that we reconsider General Cabell's proposal that there be written into this the concept which he recommended? I don't mean reconsider, but I just want to draw attention again to that.

MR. WOLF: I would most certainly want to have it. My question to General Cabell again would be it would seem to me everything General Cabell has said is part and parcel of this total policy, but in the formulation of methods of carrying it out that should be greatly emphasized -- the statements that he has made.

GENERAL CABELL: In reference to what I said, the only question remaining in my mind is, is that understandable to the field without having had the benefit of this round table discussion? It becomes clear that this is what is intended as a result of round table discussion, but the people in the field do not have the benefit of that. Should it not be clear on its face?

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MR. ☐ It should be clear on its face; there is no question about that.

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MR. ☐ I believe for the overseas people that an explanatory letter --

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MR. ☐ Covering memorandum.

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MR. ☐ I don't think the actual full regulation is necessary to the field because obviously around this table it was subject to a dual interpretation, and the thing we were trying to do was get across to the field that there was a senior group, and all of these precise details

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probably aren't terrific interest to them anyway.

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MR. WOLF: I don't want to force the issue at all, but there is a motion before this Board, and that is being seconded. Are there further comments before it is put to a vote?

COLONEL BAIRD: I would like to make one further comment. As long as there are policy differences between the two versions that under the new version the Assistant Director for Personnel will designate the Executive Secretary to the CIA Career Service Board. The old Board, I think, designated its own Secretary. Now if that is agreeable to the Board, why it is all right, but it is a definite change in policy.

MR. WOLF: I very highly recommend that the senior man, the Assistant Director for Personnel and the Personnel Office, designate an Executive Secretary to this Board. This Board can always at its pleasure ask to have a change, but I don't think this Board per se is in a position to pick its own and segregate him from Personnel. This is all a part and parcel of our total personnel operation, and I recommend that very strongly myself.

COLONEL BAIRD: I have just stated my position. That is all. I just wanted to raise it. That is a change in policy, and you don't want to make changes in policy, but we have and approved it, so . . .

MR. WOLF: We have made changes in policy and prior to taking any action have brought it back to this Board. The Board need not accept any change in policy as a Board.

COLONEL BAIRD: At the last meeting we approved a regulation that it was to be written without changes in policy. We have now made changes in policy, and that is the change. At the last meeting we approved a regulation.

MR. WOLF: We approved recommending a regulation to the Director. On further study we determined to bring it back to the Board. I am perfectly willing to put this on the table and bring it back to another meeting or any number of meetings as long as the Board wants it, but I think we ought to know as a Board what we want to do.

COLONEL BAIRD: That is right.

MR. WOLF: And in that it has been proposed and seconded, unless there is further comment I will ask all those in favor to say Aye.

(All said Aye except Colonel Baird.) All opposed say No.

COLONEL BAIRD: No.

MR. WOLF: I assume there is one vote opposed, and we will so record that. The next item has to do with the Membership of the CIA Career Service Board, (attached), for action. The term of the Office of Chairman expired on 28 February, and the nomination for Chairman made by the Board to the DCI at the last meeting has not been approved. The term of membership of Mr.  expired on 31 March, and the extension of his membership or appointment of his successor is required. It is being recommended in Item 3 on the agenda, which we have just discussed, that the Charter of the Board with respect to its Chairman and Deputy Chairman be revised. It is suggested that this change be discussed for the nomination for Chairman and members. In that this has been approved for recommendation to the Director, it seems to me it is very clear that the Director can appoint a Chairman and a Deputy Chairman of this Board to serve at his pleasure, and the rotating members are the others other than the deputies, as I

25X1A9a



recall it, and the Director of Training, and the Assistant Director for Personnel. Is that correct?

25X1A9a MR. [ ] And the Assistant Director of Communications.

MR. WOLF: And the Assistant Director of Communications, and Mr. [ ] 25X1A9a is not one of those, and his term has expired, and nominations are in order for his successor.

25X1A9a MR. [ ] I would like to place the name of Mr. [ ] in 25X1A9a

25X1A9a nomination as Mr. [ ] successor.

COLONEL BAIRD: I will second it.

MR. WOLF: Are there any other nominations? All in favor say Aye.

(All said Aye.) It is so ordered.

The next item which has been attached is called "Continuation of Missing Persons Act", dated 17 April 1953, (attached); for information. I doubt very much if there is any major discussion necessary. It was simply forwarded to show this Board what the facts were with regard to the Missing Persons Act. Unless there is further comment we might pass on to the next item.

COLONEL BAIRD: Mr. Chairman, for clarity what was the action on the Chairman?

MR. WOLF: As stated in the Regulation, the Director will appoint a Chairman and a Deputy Chairman to serve.

COLONEL BAIRD: We don't recommend?

MR. WOLF: At his pleasure.

COLONEL BAIRD: I see.

MR. WOLF: Isn't that the way it is stated?

25X1A9a MR. [ ] Yes, sir.

MR. WOLF: That is the recommendation that will go to the Director. As stated in the Regulation, it is as I mentioned, I think.

GENERAL CABELL: Mr. Chairman, may I take advantage of this to ask you for a feeling of the Board as to who the Chairman should be? Does this Board feel that the Chairman should be a Deputy?

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MR. [ ] General Cabell, that was the feeling at the time that the Career Service Committee drew up these original regulations. This was a committee appointed by the Director simply to launch this program after which it would be in effect and the committee was dissolved, but since that time, as a practical matter, it has occurred to us that that puts an undue burden on the already overworked deputies and that it might be desirable to consider other people for the job of Chairman, and that was the reason for desiring to liberalize this language because originally it was restricted.

GENERAL CABELL: Assuming it is no longer restricted, but do you have any considered advice to the Director as to the level of individual that properly should be appointed to that Chairmanship?

MR. WOLF: May I say a word on that, General, on that point?

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GENERAL CABELL: I am trying to leap forward to the next step here a little bit.

MR. WOLF: I would like to say for the record in my judgment aside from the objectives which this organization is trying to accomplish the only asset that this Agency has is people. I think that it is the most important job -- I retract, and if not the most, one of the most important jobs -- in this whole business, that is, to handle the people that we have got and develop those people and build this into a permanent long-term top professional institution. I know of nothing that to me will be of greater value for the long pull ahead -- future -- than the strongest and ablest and best leadership in all matters of personnel, and particularly career, that I have seen since I have been here, so I cannot underrate my own judgment as to the vital importance of this particular spot. I fully agree with what Mr. [ ] has said because I have been locked with this thing ever since it was started, and because of pressure of other things it has been absolutely impossible for me to do on this Board as Chairman one-half of what I believe should have been done. I certainly think we have got to strengthen the leadership of this Board and get somebody who

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can really concentrate and devote his time to this problem because it is a major problem.

25X1A9a MR. [ ] General Cabell, it has been the feeling of several of us that Mr. Kirkpatrick would be an excellent Chairman of this Board. It has been discussed more than once, and as a concrete suggestion of the kind I gather you wanted, I would put that forward.

MR. AMORY: I heartily concur, and this has gone on before Kirkpatrick got back to work here.

MR. WOLF: Having made that suggestion myself I concur 100%.

MR. AMORY: There is a good deal of unanimity on that, and I think it is also important to underscore what you said, Walter, that the Chairmanship of this Board go to somebody whose very own career connotes career service of lengthy and distinguished nature in this business. Certainly Kirk is ideally suited that way and somebody who is very close -- directly close -- to the Director.

4 COLONEL BAIRD: Mr. Chairman, may I speak on General Cabell's question? As again one of the drafters of this original program, one of the reasons, General Cabell, that I think General Smith approved the deputies serving initially was that it is so important a program that it is not beneath the time of the deputies. I actually feel that that is no longer necessary, providing that the DCI, and the DDCI, and the Deputies let it be known that they are solidly behind the program and designate delegates who can take their place with that same conviction, and I would also like to add my own feeling about Mr. Kirkpatrick as the most qualified person that I know in the Agency to take this job at this time.

25X1A9a GENERAL [ ] I entirely agree.

25X1A9a GENERAL [ ] Yes, sir.

GENERAL CABELL: Everybody said Yes except Mr. Kirkpatrick.

6 MR. WOLF: We don't give him a chance. Gentlemen, the next item is purely for information. It is all presented here, and it has to do with the Strauss Commission on Hazardous Duty and Incentive Pay, and it is

recommended that this is presented for information and confirmation of previous action. Previous action was that we would take no position on the subject of hazardous duty pay at this time unless there was something in this report which changed our minds. I am prepared to recommend that we make no change in our previous action at this time.

25X1A9a GENERAL  I move that we take no action at this time.

MR. WOLF: Is that seconded?

25X1A9a MR.  I second it.

MR. WOLF: Is there any comment? If not, all in favor say Aye.

(All said Aye.) All opposed say No. It is so ordered.

The next item is the Honor Awards Board Activities, dated 17 April 1953, (attached); for information and approval of proposed Notice. There is a notice attached here, and I would only bring out one comment. Our preference has always been for an Agency Notice rather than attempting to get everything we write into Regulations. However, it has been suggested to me that the proposed notice is a very permanent thing, and it has been suggested that the Board might like to consider whether or not a Notice be issued as attached or this be made a part of an Agency Regulation.

25X1A9a MR.  May I speak to that point, Mr. Wolf?

MR. WOLF: Please do.

25X1A

25X1A9a MR.  There is a Regulation  which sets up the

responsibilities of the Board, and there is also a Notice in existence

25X1A which this would rescind,  The Honor Awards Board believes that the

procedure and the details and formulation of criteria and standards are

in such a nebulous stage that it would be undesirable to try to issue a

permanent regulation; therefore, it is recommending that the original

Notice which was issued be extended with this amplification so that it

may have another month or two months to formulate more detailed procedure

which it then will put in regulatory form. It feels that it is premature

and that it needs to test the procedure on the first 15 or 20 cases before

it becomes formal Agency Regulation.

MR. WOLF: Are there any other comments? Is it the pleasure of this Board that said Notice be published as an Agency Notice?

GENERAL [ ] I move that the Notice be approved.

GENERAL [ ] I will second it.

MR. WOLF: Any comment? If not all in favor say Aye. (All said Aye.)

All opposed No. It is so ordered.

The next item is the Report of the Professional Selection Panel Activities, dated 17 April 1953, (attached); for information and approval of proposed instructions.

MR. [ ] The instruction is the last sentence preceding Mr.

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[ ] signature, page 2.

25X1A9a

MR. WOLF: What is that again?

MR. [ ] The last sentence of the report just above Mr. [ ]

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signature is the instruction which the Panel would like to receive from the Board.

MR. WOLF: In other words, if I am correct, the Panel suggests that the instructions of the Chairman, CIA Career Service Board of 20 November 1952 be modified to allow the Panel to devote its full time and attention to the examination of only those employees entering professional positions. Now my memory isn't as good as it used to be, but it seemed to me that . . . isn't there somewhere in here a recommendation that the term of trial be extended from one to two years?

MR. [ ] That is in the next paper, Mr. Wolf.

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MR. WOLF: I beg your pardon. That is in the process of selecting.

MR. [ ] That is right.

25X1A9a

MR. WOLF: I beg your pardon.

GENERAL CABELL: May I ask a question there, Mr. Chairman?

MR. WOLF: Please do so.

GENERAL CABELL: Does this have the effect of sort of indicating that the non-professional personnel are somewhat second-class citizens and are, therefore, not part of this Career Service Board's cognizance?

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25X1A9a

MR. [ ] I don't believe so.

GENERAL [ ] It could be so interpreted. I notice that one of my people was put up by the Personnel Office, a GS-2 clerk, that made a lot of complaints that kept the buildings too hot, and people thought she was whacky, and I think that should be handled between the Medicos and the Personnel people and not get into this pretty high-level panel.

MR. WOLF: I do feel very strongly that as we started to build this thing it has been awfully easy for the Personnel Office, or the Security Office, or the Medical Office to say to themselves, "Well, now I don't have to do this. I will pass it over to this Panel." The time of these people is important, and I do think they have spent an awful lot of time that seems to me to be terribly unimportant.

GENERAL CABELL: Is that related though to whether the individual is in a professional category or a clerical category?

MR. AMORY: I think the point is that this is not a Career Selection Panel. This was designed for the rather specialized judgment that we need to apply to a profession which in its noncommon attributes . . . I mean the kind of problems that would arise in hiring a good investigator in the Bureau of Internal Revenue or something like that should not go before this particular Panel.

25X1A9a MR. [ ] Everybody is a part of the Career Service; I mean every career staff employee. There are special techniques for selecting professional people, and this Panel wants to have its activities restricted to that because the work load is just killing the Panel.

GENERAL CABELL: I understand that, but is there contemplated then to be a parallel panel to deal with the clerical individuals?

25X1A9a MR. [ ] No, sir, the selection for the clerical and non-professional would be the normal procedures used by Medical, Security, Personnel, etc.

25X1A9a GENERAL [ ] We either employ them or we don't -- no marginal cases.

COLONEL BAIRD: It was felt, General, the Personnel Office was fully competent with the advice and assistance of Medical, Security, and perhaps

Training to make such determination.

GENERAL CABELL: I was just thinking for internal public relations purposes that it would be bad for the clerical people to feel that their careers were of less concern to this Agency than the people in the professional categories.

GENERAL [ ] As I understand it, this Panel deals only with those cases that are referred to them. 25X1A9a

MR. [ ] Its name from the beginning has been Professional Selection Panel, and in the minds of the people only know it by name, and they don't believe that we consider other than professional cases now. 25X1A9a

MR. AMORY: I was horrified when I saw this piece of paper, in fact.

4 MR. KIRKPATRICK: Why not drop the name "Professional" to "Selection Panel"? 25X1A9a

MR. [ ] Why wouldn't it satisfy the entire requirement if it was simply understood in referring cases to the Professional Selection Panel judgment would be used as to the type of case referred and leave it at that? 25X1A9a

25X1A9a MR. [ ] That is the way it goes on now.

GENERAL [ ] That is what goes on now, but we do nonprofessional too.

25X1A9a MR. [ ] This would not be an Agency Regulation or would just be an advisory memorandum from the Board to the Panel that the Board believed the Panel should emphasize or for all practical purposes except in an emergency restrict its activities to professional people.

25X1A9a MR. [ ] Why don't we work it the other way around and give the Panel the opportunity to review the cases?

MR. WOLF: I wonder if at this point we shouldn't look at the next item where it is my recollection that the Professional Selection Panel is making a firm recommendation that the trial period be extended from one to two years and that rather than determine at inception whether an individual is suitable for career employment, they concentrate on determining during

the two-year period with the evaluation reports and the help of the supervisors whether or not in their judgment the individuals should be retained at the end of two years. Isn't that in effect what your next item brings out?

MR. [ ] I think that is correct, yes.

25X1A9a

MR. WOLF: Well, then are we getting a little confused? I got a little confused.

GENERAL [ ] I think we are.

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25X1A9a

MR. [ ] It is not exactly retained, sir. I think the decision at the end of two years would be whether they would be confirmed in a career status, or retained by the Agency in some other capacity, or discharged. I think those would be the three alternatives.

MR. WOLF: We know we have a great many people who are here for one reason or another and are not going to be here for any long period of time. We have guards, and we have messengers and couriers, and all kinds of people. This Panel, I think I am right, has been in the position where up to date if any office in taking a person or Board determined that there was a marginal question either as to the security, as to the medical, or as to the personnel, it would be referred to this Panel to determine whether or not this individual was suitable for career service -- long-term career service -- on a professional basis. Is that correct understanding?

25X1A9a

MR. [ ] Yes, sir.

MR. WOLF: The Panel itself states that they are unable to fulfill that obligation that way. I have never attended a meeting. Colonel Baird has attended any number of them, and I think Colonel Baird you know more about the Professional Selection Panel than any of us.

COLONEL BAIRD: I am just an advisory member.

MR. WOLF: Now is that a fair statement then as to what this Panel has been attempting to do, and is it a fact they are unable to do that effectively in their judgment?

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MR. [ ] I think I will put it this way, Mr. Wolf, that what the Panel has done to date it feels can be done by the normal contact between



the various offices and Personnel, and that the fact that our votes have been largely five to zero, although they are a secret ballot, and there was a little discussion.

MR. WOLF: Right; then what is it that the Panel believes it can do effectively to serve its purpose in this Agency as a Panel? Is that the next paper that we are going to talk about?

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MR. [ ] Well, it or some other panel might constitute a part of a review procedure after an employee had worked here for a period of say two years and make some recommendation at that time whether or not he was suitable for career service. The idea was that within two years you are going to get a lot of youngsters, GS-3 out of high school that have come in as typists and maybe will be here only until can get married or her family moves and she would be in and out before she would get all wound up in Career Service procedures, and that is just the one illustration.

MR. WOLF: Where my confusion comes in if I may say is that in the first paper the recommendation is, as you have stated, the last sentence where the Panel requests that the instructions of the Chairman of the Board be modified to allow the Panel to devote its full time and attention to examination of only those employees entering professional positions, and in their next paper it stated that "we believe that certain basic changes in policies governing career employees are necessary if the Agency's career program is to be effective. Until these basic changes are made it is unrealistic to develop a detailed procedure for selecting career employees."

25X1A9a

GENERAL [ ] Mr. Wolf, I may be able to clear this on these two papers. This Panel has been meeting now only on marginal cases. They have only had 50 cases. Now those cases are ones that are not thrown out by Security, Medical, and Personnel. That is absolutely distinct from this other paper. This other paper is based on a verbal directive that General Smith gave that everyone coming into this Agency would be like in the

Foreign Service . . . would have to go through this Panel to see whether they would be allowed to come into the Agency or not. We wrote up a plan for that, and we received back four or five different comments from the different Deputy Directors, etc. Now at the last meeting we referred that whole thing to the Panel. Now the Panel is making a recommendation. The recommendation is this is the conclusions of that Panel, and we accept those conclusions, and they will then go in and prepare the procedures, and this part here is what they are doing now. They don't want to take the professional part. They spent a lot of time on a case, and there is no reason I don't think that a clerk should go before it.

4 GENERAL CABELL: In view of the fact, Mr. Chairman, that I raised this question here, rather than interfere with this proposed action, might I just ask the Assistant for Personnel if he wouldn't look into the question as to whether or not there is, in fact, a void with respect to dealing with the nonprofessional categories of people and initiate recommendation with respect to dealing with that category of people, if in his judgment there is such a void, and not hold up this action that is being accomplished?

MR. WOLF: I think that is a very satisfactory request and suggestion. I myself admit that having read this too long ago and not having had time to review it a little bit, I did get confused on these two papers, and I am still somewhat confused.

25X1A9a MR.  The first paper, I think, is a status report showing what the Panel has been doing.

MR. WOLF: But it makes a recommendation and request that this Board authorize the Panel to devote its full time and attention to the examination of only those employees entering professional positions.

25X1A9a MR.  In other words it asks that it be returned to its original mission which was to consider only the selection of professional people coming in?

MR. WOLF: I think the whole subject needs very careful study and review. I don't feel that I have given it the proper amount of time and

thought. I have never sat down and talked with the members of the Panel except once which was many months ago when I expressed myself as feeling that the first thing and the most important thing for the Panel was to develop criteria, and I haven't followed it through. I don't want to hold anything up, and I will ask the Board what its opinion may be as to what action, if any, they would care to take on this at this time, or would the Board prefer to hold action on this in abeyance and bring it up at the next meeting?

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GENERAL [ ] May I ask a question? Were any of these non-professional people in higher grades such as somebody transferring as a GS-13 from Administration to Personnel from another Agency, or were they all like the one that came up to my office?

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MR. [ ] As best I can recollect there wasn't any above a 7. A 7 or above would be defined as a professional worker, you see.

COLONEL BAIRD: Twenty-three out of 47 were non-professional.

25X1A9a

GENERAL [ ] What I was getting at, there might be an exceptional case in which the Board could be asked or the Panel could be asked on that one, oh, for a special reason, but if it is all below a GS-7, the way that your office, and my office, and Security, and the Medicos take care of it, I don't think they ever should get up before your Panel.

25X1A9a

MR. [ ] We had a GS-2 once, and we spent about 45 minutes determining because she went to an all-night party five years ago whether she is suitable for career employment.

The difference between these papers, the first paper we are saying if you want to continue the way we are going, we are asking for half as much work, and the second one recommends a new deal.

MR. WOLF: I think that is very well stated. If the Board wants to continue the Panel, will request that they be authorized to cut back and only deal with the professional and let the Personnel, and Medical, and Security Office, and others handle their own problems up to GS-7, or GS-5, or whatever it is.

MR. [ ] GS-7 with a few 5's.

25X1A9a

MR. WOLF: Well, I don't see from my point of view any reason why we shouldn't agree to that if that is the opinion of the Board. Now, isn't it a fact that all employees regardless of their status are part and parcel of a group under a definite Career Service Board?

MR. [ ] is right.

25X1A9a

MR. WOLF: Well, I don't see from my point of view any reason why we shouldn't agree to that if that is the opinion of the Board. Now isn't it a fact that all employees regardless of their status are part and parcel of a group under a definite Career Service Board?

MR. [ ] That is right.

25X1A9a

MR. WOLF: So regardless of whether an individual is looked at by this Panel or not, when he or she comes on duty they immediately become a member of a Career Service -- a junior or a subsidiary -- Board, and there the responsibility is placed on that Board for the development of that individual. Is that correct?

[ ] is right.

25X1A9a

That is right.

right.

MR. WOLF: What is the Board's pleasure with regard to paper No. 1? Shall we make that recommendation?

GENERAL [ ] I move the Panel be so instructed as requested.

25X1A9a

GENERAL [ ] second the motion.

MR. AMORY: I would like to ask one question now that that is out of the way. I mean phrase it in terms of an amendment. I am a little bothered by the fact that three people were hired, in fact, despite the fact that this Selection Panel decided against them. It would seem to me that this Board would not be unduly burdened if such matters came to air. It seems to me that is a pretty strong clash of judgment and that a person who was reviewed by this Panel found unsuitable should not be hired without the advice or at least consideration by this sort of court of last review.

MR. WOLF: I think the way those things occurred is when there is a difference, if the Panel decides against, a report goes to the Deputy involved, whether it be DD/I, DD/P, or DD/A through the proper channel. If there is any real reason in the mind of the Deputy why that is essential, then the matter is brought right up to the Deputy level and discussed, and the determination is made at that point. We have never . . . I don't think it has ever been suggested that we bring those individual cases to this Board although I don't know any reason why they shouldn't come.

MR. AMORY: When you go back to the basis for this thing, we are all here to advise the Director. It is his neck that is out a mile if somebody comes out here and later goes trotting over to Senator McCarthy. I don't think we should allow an individual deputy to go against the advice of this rather high-level specialized board that has been assigned the mission of going into these things, and I don't think it would be unduly burdensome if we break into panels if necessary if it became so.

25X1A9a MR. ☐ It seems the Board was overruled in  $12\frac{1}{2}\%$  of its cases, which was pretty high. Twenty-four rejects and three were hired.

MR. AMORY: That is a good point and rather emphasizes the seriousness of the problem.

25X1A9a MR. ☐ I agree with you completely.

MR. AMORY: I don't happen to know any of them. Did Lofty hire any of them?

25X1A9a MR. ☐ No.

MR. WOLF: No, they were all DD/P.

COLONEL BAIRD: No, sir, one was a trainee.

MR. WOLF: One was a trainee.

25X1A9a MR. ☐ In that case though this man was already on duty -- in the JOT. There were two applicants and one trial service. The trial service was JOT, and the two applicants were new.

25X1A9a MR. ☐ That is one of the things still before the Board, although it is not on the Agenda, the report of the Selection Panel previous to this

where they requested guidance of this Board regarding the basis for their overturning their decisions so they could be well aware of what the policy considerations were.

MR. WOLF: I would say I would go all along on this. If any Deputy or his office determines that the serious error is being made by the Panel, before final personnel action is taken I would be very happy to have those come before this Board and make whatever recommendation to the Director we need.

25X1A9a MR. [ ] Why don't we agree to that? That would be a good idea.

MR. WOLF: Does anybody have any objection to that?

MR. AMORY: To phrase it simply, no one will be hired or retained in the Agency who is disapproved by the Professional Selection Panel except by action of the Director of Central Intelligence who should be previously advised of the opinion of the Career Service Board as to the action he should take in the matter.

5X1A9a MR. [ ] What Mr. Wolf was suggesting was simply if the Professional Selection Panel turns the individual down, then a Deputy has to take action to refer it to the Career Service Board unless it is already dead.

MR. AMORY: Without being unduly realistic about it, it sounded a little as though the Deputy had the option whether to go to this Board or to act on his own responsibility.

MR. WOLF: No, no, if we adopt this point of view we certainly want to bring them to this Board to recommend whether the individual be retained or whether he be taken on or not. Is there any further comment with regard to the Professional Selection Panel? Their recommendations are that the CIA Career Service Board adopt the above conclusions as Agency policy and that the Board instruct this Panel to develop selection procedures based thereon, and that is their memorandum to this Board dated 17 April.

GENERAL [ ] May I ask a question?

25X1A9a MR. WOLF: Please do.

25X1A9a

GENERAL [ ] Does this Board limit itself to people who are

already taken on? That is implied by the trial service period?

MR. [ ] Heretofore we have considered almost exclusively people that were not yet on board, although those that are on trial service would come before the Board.

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GENERAL [ ] The purport of this is that they are all aboard because it establishes the trial service period.

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MR. [ ] This is a brand new deal.

25X1A9a

GENERAL [ ] My question was does this preclude initial selection to see whether or not they would be employed?

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MR. WOLF: No, that is where I got confused first, General, but it is quite to the contrary. They go ahead as indicated in the first memorandum, and then after that they are recommending that individual be held for two years on a trial basis, and then another review and the Panel make recommendations, as I understand it.

MR. [ ] Everybody would have to pass that hurdle after two years. The way it is now we can only hit marginal cases, which is quite a small percentage of the total.

25X1A9a

MR. AMORY: May I suggest that is just unmanageable. The whole reason you have Office Career Service Boards is to provide this screening. It has to be decentralized down, letting the Career Service Boards appeal for guidance to this Board or otherwise, but to set that one bottleneck . . .

25X1A9a

GENERAL [ ] There is the big basic difference in this thing to what General Smith has directed. His was to get the candidate as he came in, but now they don't do that. The man will come in just as he does now . . .

MR. [ ] These paragraphs a. through f. are basic premises on which the Panel will then be prepared to make recommendations. In other words, these are for the selection process. In other words, the Panel says that until we know exactly what the goal that we are working for is, the Panel cannot make specific recommendations on procedure for selection. Isn't that about the size of it, Paul.

25X1A9a

MR. WOLF: You mean for retention?

MR. [ ] Either selection or retention. One of the things which the Panel feels quite strongly is that I believe -- if I may use my words in expressing what the Panel feels -- our pre-interviewing procedures can be greatly strengthened and greatly improved.

25X1A9a

MR. WOLF: May I take one thing at a time? If I may, appointments to the Career Staff shall be made on a trial service basis. That is done now.

MR. [ ] That is right.

25X1A9a

MR. WOLF: That has been done from the beginning. The trial period shall be two years. It is one year, and the only thing there, it shall be stepped up a year. In the exceptional individual case the initial trial period may be extended. I don't know if that has ever been brought up, but I think that could be handled properly through a definite Career Service Board if the Board wanted it so handled. On completion of the trial service period a final determination should be made as to whether the individual is suitable for career employment. Now I think we all realize that career employment is not a one shot job. A man may be suitable when selected, but at the end of a year we may find that he is not a suitable employee because of something that has changed, and I think that is an overall top personnel problem, and it is related to the head of each office with the advice and guidance of his own Career Board. If found suitable his status as a permanent member of the career staff shall be confirmed. If found unsuitable his employment with the career staff shall be terminated.

25X1A9a

GENERAL [ ] This implies that everybody at the completion of his two-year trial service goes before this panel. I should think it would only be those people who are referred to them by the office head to determine whether or not they . . .

25X1A9a

MR. [ ] The Panel is not saying that if the Panel will do this; it is only saying somebody in the Agency will, and if these premises are



accepted, then the Panel will make recommendations as to how this can be done. The Panel might recommend that the Office Career Service Boards conduct this.

MR. AMORY: May I suggest this is very fundamental. It has only been before us for six days in theory, and I guess many of our cases a matter of hours. I recommend that it lie on the table and the Assistant Director of Personnel give his views in memorandum form at our next meeting. I don't see how we can possibly decide these things.

MR. WOLF: I would appreciate that action.

25X1A9a

GENERAL [ ] As I mentioned, this fundamental concept is different than what was intended in the original paper, that is, this Panel saw the man when he came in and would have a professional examination. You remember that?

MR. AMORY: Yes.

25X1A9a

GENERAL [ ] As a result of comments on this paper, that was referred to the Panel, and this is what they have sent back. Now instead of seeing a man when he comes in, they are going to see him two years later, and, in other words, the man comes in like he comes in now. Nobody sees him. He comes in on his records except these few marginal cases which they get. There has been no change in that, but the whole other part, the reason why they think . . . General Smith had gotten up and asked that we have such a Panel. It has been all changed . . . that part.

MR. [ ] These paragraphs a. through f. do not preclude the Panel looking at him when he comes in also.

25X1A9a

GENERAL [ ] See him twice and have a tremendous job on your hands then.

25X1A9a

MR. WOLF: May I suggest Mr. Amory has made a suggestion. Does anybody have any comments on this suggestion that this be laid on the table and held over?

MR. [ ] I suggest that as far as practical the reactions of the office Career Service Boards be solicited in the meantime.

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MR. WOLF: It couldn't be better, and we will make this a No. 1 item on the Agenda at the next meeting if that is satisfactory to the Board. I don't think we will resolve all of these problems at this point. The only other item is the Quarterly Report of the Executive Secretary which has been submitted for information, and unless there is any comment, I think we can have a motion for adjournment.

MR. ☐ I so move. I have cables to sign.

25X1A9a

MR. WOLF: If there is no objection we will consider this meeting adjourned.

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GENERAL CABELL: Mr. Chairman, may I ask one question of the Board? I came here today for two reasons: One, as part of my education, and, two, to try to answer this question to myself as to whether it would be advantageous for me to attend on a routine basis meetings of this Board. I am very much interested in it, of course, so I don't want any answer to that now, but I would like to buttonhole each one of you sometime in the future and ask your opinion as to whether or not it would be advantageous for me to sit in as an observer with this Board, if that would hurt your deliberations, or would help it, or anything else. I would like to ask you individually on that at some future time.

MR. WOLF: We will welcome the opportunity. Thank you very much for coming today, sir.

GENERAL CABELL: Thank you.

... The meeting then adjourned at 5:40 P.M. ...

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